

20 July 1965

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MEMORANDUM FOR: Director of Training

FROM :

[REDACTED]

SUBJECT : Report on the Air War College

1. The Air War College for 1964-65 was plagued by two problems that detracted from the otherwise outstanding program. First, the unusually long lapse between the announcement of General Taylor's appointment to DIA and the appointment of General Luehman as his replacement resulted in much of the curriculum for the year being formulated in the manner of a holding operation. Secondly, the unsettled world conditions caused prominent speakers to cancel out at the last minute and this necessitated program changes. The majority of the cancellations came in the latter part of the academic year so that rescheduling was not feasible. Both of these problems were beyond anyone's control and neither could be considered a serious deficiency.

2. The staff and faculty of the War College spoke unofficially on several occasions about the pulling and hauling that was taking place behind the scenes as next year's curriculum was being formulated. From what members of the faculty said, the same problems existed at the other War Colleges. There is an unfortunate feeling of inferiority in some quarters of the Air Force when compared to the other services because of the short time it has existed as a separate service. As a result there seemed to be a search for too dramatic a curriculum presentation by some members of the faculty. The outcome of the review for next year's course of study will be to deemphasize "strategy" and devote more time to "the threat." This should require a greater emphasis on intelligence in next year's course of study. This change was needed, as intelligence per se was "short changed" in this year's program. The intelligence presentations by the military, were for the most part, "wiring diagrams" of the component structures.

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3. On two occasions students gave lectures on subject fields where they had particular competence. These two lectures, on Weather Satellites and Space Networks, were particularly good and I feel more use could and should be made of the specialized talents of the students. Col. Wamsley, the Deputy Commandant, agreed with this suggestion and said he hoped to take advantage of the experiences of more students in the forthcoming course.

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4. The Agency speakers were well received by the War College audience. Mr. Kirkpatrick's presentation was one of the outstanding lectures of the year. It came at a very opportune time, as there had been considerable criticism of the Agency in the press and some from the platform. The very favorable comments from the students continued throughout the remainder of the year. The other two speakers, [redacted] gave presentations that were well above the average level of the War College. The quality of speakers representing the Agency has much to do with molding a favorable image.

5. The student body was broken down into 26 seminars of 11 or 12 members each, with a civilian and/or military officer from other than the Air Force represented in each. It is at this point that the Agency student can make his greatest contribution in helping form or correct an image of the Agency. Assuming the size of the class remains at approximately 280 students, the Agency should have five representatives to enable each student in the War College to participate in seminar activity with an Agency representative. This would not be an unreasonable number of Agency students for the results that could accrue in the way of better understanding the Agency.

6. The George Washington University program was discussed on many occasions. The War College issued a questionnaire to sample student opinion. Comments on the program can only be generalizations, depending upon the individual situation.

a) In most instances the student gave priority to the George Washington University program over the War College.

b) Officers without their families, who resided in the B.O.Q. seemed to be better able to take the George Washington University program in stride.

c) In some instances officers took courses purely for the record, in the vernacular "to get an X in the square." I feel participation is up to the individual and should not interfere with the demands of the Air War College.

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7. The support the Air University afforded the civilian student was not of the same high calibre as might be expected. A new administrative officer has been named for the Air War College. He was a student in the last class and therefore is aware of current problems. He has already taken steps to make typists available to students for administrative typing. (This can also include short papers required by the War College, depending on the workload.) To support the civilian family, he intends to have a briefing of civilians, including wives, during the first week to explain what support may be expected from the Base. It is hoped that in the future the ten or so civilian families will not be denied the same privileges made available to the other students. While this is of no great importance, it would help to simplify life in this temporary situation.

8. Needed office supplies are difficult to obtain through issue. The student should take any unusual items with him. The following would be desirable: compact, magnetic tape recorder; portable electric typewriter (there is enough typing with required copies to justify the issue from Agency supply); carbon sets (at least one box of 1000); any special materials that can be used in the production of graphics. The War College issued a standard Royal portable typewriter which will meet minimum requirements and a briefcase. Take a good dictionary and thesaurus. ("20,000 Words" is very useful.) Books of this type are available for purchase at a reasonable discount through the Air University Book Store.

9. I did not anticipate the type of competition that was encountered at the War College. The Army members of the class, and in some cases the Navy members, were the best equipped. All of the Army members were graduates of the Command and General Staff School at Fort Levenworth and the Armed Forces Staff College at Norfolk. Thus, the Army members knew what was expected and were immediately able to integrate into the academic atmosphere. Also there were instances of students hiring professional artists to produce graphics for their individual presentation. While this was not a general practice, it did increase the tempo of the competition. Other students paid to have all of their typing done, including their thesis. At fifty cents a page this can amount to a considerable personal expense. A cut-throat competitive situation existed to some extent.

10. The Agency sponsored Conference Leadership course is a very fine idea and most helpful. A short review of writing techniques would be very useful. The War College made a rapid reading course of about 30 hours available to the students very early in the course. This is perhaps the most useful non-required course offered. The daily reading averaged

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from three to eight hours for each class preparation and we were told there would be a greater volume for next year. If there is an opportunity to any rapid reading exercise before leaving the Washington area, it should be pursued.

11. The support given by ETB/OTR was very commendable. Any request was handled most promptly and the attitude of members of ETB of "wanting to help" was certainly very refreshing.

12. Some general comments on the Air War College and living in Montgomery should include:

a) Students planning to take their families to Montgomery should start house hunting as soon after the first of the year as possible, and in any event no later than early April. The simplest method is to obtain a student roster of War College giving the names, addresses and phone numbers of the students. Select an area of the city you wish to locate in and then by phone find which houses are available for rent next year. This will require approximately three days in Montgomery. There is a critical demand for desirable housing. Military personnel are usually able to fly to Maxwell Air Force Base at no personal expense, soon after the first of the year to arrange for housing. Very often a house is passed from one military acquaintance to another. The Agency should support the student with an official trip for house hunting.

b) Schools for dependents are a consideration. The Montgomery Academy is a moderate priced private school of unusually high excellence. It is co-educational with grades one through twelve. Admission may be a problem as classes are limited to 20 and the maximum enrollment for the school is less than 450 students.

13. The city of Montgomery has a very strong YMCA program for young people. The location of a "Y" center could be a consideration in the selection of housing.

14. I strongly recommend that a system be instituted and be made to work effectively that would notify any student when Agency personnel will be in this area. I was confronted with questions arising from lectures given by Agency personnel at the Air University Command and Staff College that were difficult to answer because I had been unaware of the individual's presence or the subject of his lecture. This did not present a favorable image of camaraderie between representative of the Agency.

15. This was a very rewarding year and I feel privileged to have been selected to represent the Agency at the Air War College.

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